Department of Homeland Security

Office of Emergency Communications

Statewide Communication Interoperability Plan (SCIP) Implementation Workshop – Arizona

Summary Report

Version 1.0

May 2012

TABLE OF CONTENTS

INTRODUCTION

The Statewide Communication Interoperability Plan (SCIP) continues to be a critical tool to help States prioritize resources, establish or strengthen governance, and address interoperability gaps. The Department of Homeland Security (DHS), Office of Emergency Communications (OEC) continues to support States and territories in the implementation of their SCIP by providing annual SCIP Implementation Workshops. These participatory and hands-on workshops bring together Federal, State, local, tribal, and territorial representatives to identify and address communications interoperability gaps in an effort to facilitate successful implementation of the SCIP.

Arizona conducted its SCIP Implementation Workshop on May 22, 2012, with a focus on Strategic Planning. The Strategic Planning Workshop allows participants to streamline the SCIP and integrate planning best practices and lessons learned. The objectives for Arizona's Workshop were to review and validate SCIP initiatives, integrate broadband planning, and develop action plans for achieving key initiatives. This report provides a summary of the one day Workshop and is organized into the following Sections:

- Workshop Kick-Off
- State of Arizona (AZ) and SCIP Updates
- Introduction to the National Public Safety Broadband Network (NPSBN)
- Incorporating the NPSBN into the SCIP
- Update on OEC Service Offerings and Activities
- NECP Goal 2 Results
- Strategic Planning Module
- Appendix A—Acronyms
- Appendix B—Workshop Materials
- Appendix C—Workshop Participant List.

WORKSHOP KICK-OFF

Lisa Meyerson, Arizona Statewide Interoperability Coordinator (SWIC), opened the Workshop and welcomed participants. She thanked participants for attending, and emphasized the importance of preparing for new public safety broadband opportunities. She noted Arizona has been planning for wireless broadband at the local level, and would like to incorporate the national-level planning. Ken Bradley, OEC Stakeholder Engagement Branch, added his thanks to Arizona's Public Safety Interoperable Communications (PSIC) office for hosting this Workshop. Scott Wiggins, Workshop Facilitator, OEC Support introduced the facilitation team: Tom Lawless, OEC Regional Coordinator (RC) for Region IX, and Nicole Ugarte, Workshop Co-facilitator, OEC Support.

PURPOSE & OUTCOMES

Mr. Wiggins asked participants to introduce themselves and their affiliation, as well as how they were planning for broadband. He articulated the Workshop purpose and intended outcomes,

which were to review and validate Arizona SCIP initiatives, integrate broadband planning, and develop action plans for achieving key initiatives. Mr. Wiggins then reviewed the agenda and ground rules for the day.

STATE OF ARIZONA & SCIP UPDATE

Justin Turner, Arizona Deputy SWIC, reviewed the Arizona SCIP and how it is used. The SCIP is updated annually to describe the status of interoperability in the State. The plan is developed to ensure the State and local jurisdictions have the tools and resources needed to advance coordination and an aligned funding approach. Each year, stakeholders examine the vision, mission, the various stakeholder groups, and the overall State strategy of a system of systems approach. Mr. Turner then asked for any input or comments from the group. Participants recommended adding public health, public works, transit, and Tribal groups to the stakeholder list. The group also asked for a clearer definition of what 'system of systems' means, and how a successful system would work in Arizona.

INTRODUCTION TO THE NATIONAL PUBLIC SAFETY BROADBAND NETWORK (NPSBN)

Michael Britt, AZ PSIC, presented an overview of the NPSBN and Arizona's involvement in wireless broadband planning. On February 22, 2012, President Obama signed the Middle Class Tax Relief and Job Creation Act of 2012 into law; key features of the legislation include:

- Allocation of the 700 MHz D-Block spectrum to public safety
- Formation of the First Responder Network Authority (FirstNet) to build out and maintain the NPSBN by working with local jurisdictions to define boundaries roles and responsibilities
- Authorization of the auction of reclaimed radio/TV frequency with funding going toward the NPSBN build-out, related programs, and deficit reduction

Mr. Britt explained that the legislation provides $7 billion for the Network Construction Fund, which will be administered by FirstNet. Until the spectrum auctions are held, National Telecommunications and Information Administration (NTIA) will be able to borrow $2 billion for FirstNet's network planning and deployment. The legislation also creates a State and Local Implementation Grant Fund. The Fund provides $135 million to NTIA and FirstNet to support State and local planning efforts for integration into the NPSBN. There is a 20 percent match for these grant funds and a distribution model has yet to be determined. The grant will be coordinated through a single, State-certified officer or body; in Arizona, the governor has identified the PSIC office to hold this responsibility. FirstNet is expected to be stood up by mid-August, after which they will develop individual State Requests for Proposals (RFPs) based on the Federal Communications Commission's (FCC) Public Safety Interoperability Board's Network Plan. States will have 90 days after the receipt of the RFP to Opt-in, where FirstNet will build and maintain the network, or Opt-out, where the State will be responsible for build-out and maintenance. The NPSBN will be permitted to generate revenues, but the total amount of fees collected may not exceed the cost of maintenance.

Arizona has begun planning by establishing an Arizona Public Safety Broadband Network Working Group. The stakeholder group is divided into two subgroups, to address technical issues, such as inventory and coverage, and to address governance issues, such as policies and standards. He shared the kick off meeting will take place May 31, 2012, and the first tasks will be to identify major needs for public safety and to determine how to coordinate with FirstNet. Key influences from Arizona include the State's system of systems, and infrastructure sharing policies, standards, and procedures.

INCORPORATING THE NPSBN INTO THE SCIP

Mr. Turner reiterated Arizona's interoperable communications strategy, pursuing a system of systems approach to interoperable communications that leverages connections between separate local, regional, and/or State-operated systems for public safety emergency response communications. He presented key elements of the SCIP, proposed changes, and asked participants to comment on the strategy and modifications. *(*indicates the initiative will be discussed during the Strategic Planning Module)*

INITIATIVE	NOTES	MODIFICATION (in bold)
Governance		
1. Expand and Implement Interoperable Communications Governance Model and Plan	- Conduct an annual review and update the SCIP as needed - Continue to develop the relationship between and among Statewide governance entities and evolving regional and local governance entities	Expand and Implement Interoperable **Voice and Data** Communications Governance Model and Plan
2. Develop Regional Communications Governance Structures*	- Develop TICPs[1] and expand the utilization of CASM[2] - Support tactical communications planning among federal, State, local, and tribal governments at the regional interstate level	
3. Implement a Strategy for Supporting National level Goals Applicable to Regional, State, Local, and Tribal Interoperable Communications	- Promote compliance with State, local, and Tribal objectives and milestones as listed in the NECP[3] - Support assessment/demonstration of NECP goals at the State, local, and Tribal level - Support implementation of FEMA[4] and OEC initiatives - Promote compliance with	

---

[1] *TICP: Tactical Interoperable Communications Plan*

[2] *CASM: Communications Asset Survey and Mapping*

[3] *NECP: National Emergency Communications Plan*

[4] *FEMA: Federal Emergency Management Agency*

INITIATIVE	NOTES	MODIFICATION (in bold)
	- evolving national public safety broadband standards and structures - Support narrowbanding in compliance with FCC mandates	
Standard Operating Procedures (SOPs)/ Policies, Standards, Procedures (PSPs)		
4. Establish a PSP Framework, and Implement PSPs, including SOPs, for Statewide Interoperable Communications Solutions	- Develop a Statewide interoperable communications PSP Framework - Develop consistent interoperable communications SOPs and SOP templates - Implement developed SOPs Statewide - Implement technical solutions to comply with established Statewide PSPs	
Technology		
5. Enhance and Promote the AIRS[5] Interoperable Communications Solution	- Provide enhances AIRS coverage in areas requiring additional support - Develop and Implement a Next Generation AIRS Plan	
6. Implement, Enhance, and Promote Functional Regional Systems in Support of Interoperable Communications*	- Encourage partnerships in regional shared systems - Support the development of new regional shared systems - Provide enhancements to existing regional shared systems - Develop interoperability connections between regional shared systems - Develop regional strategic technology assets and other communications redundancies - Program national interoperability channels into emergency responder radios	Implement, Enhance and Promote Functional Regional **Voice and Data** Systems in Support of Interoperable Communications
7. Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology	- Complete the Microwave Southern Loop Connectivity (completed 2010) - Complete the Microwave Southwestern Loop Connectivity - Complete the Microwave Northwestern Loop Connectivity - Complete the Microwave Northern Loop Connectivity	Subject to funding availability
8. Implement the State STR[6]	- Pre-position the secure mobile	

---

[5] *AIRS: Arizona Interagency Radio System*

INITIATIVE	NOTES	MODIFICATION (in bold)
	interoperable communications assets for immediate deployment to impacted areas Statewide in an emergency or major disaster - Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure - Augment Continuity of Government capabilities by providing a reserve of communications assets to government officials - Define alternate/backup capabilities in emergency communications plans	
9. Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications	- Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR[7] communications in support of Statewide interoperability - Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications - Implement upgrades to operable communications systems for State Agency Users in support of interoperable communications	Upgrade Operable **Voice and Data** Communication Systems for State Agencies in Support of Interoperable Communications
Training and Exercise		
10. Develop and Implement a Training Plan to Address Interoperable Communications	- Develop regional multi-year communications-focused training and exercise plans - Develop a Statewide multi-year communications-focused training and exercise plan - Implement AIRS training Statewide - Implement the COML[8] Training and Recognition Program and develop Arizona-based federally approved	

INITIATIVE	NOTES	MODIFICATION (in bold)
	COML instructors - Implement a COMT Training Program and determine a credentialing protocol[9]	
11. Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications	- Develop regional multi-year communications-focused training and exercise plans - Develop a Statewide multi-year communications-focused training and exercise plan - Conduct exercises focused on or incorporating interoperable communications	
Usage and Outreach		
12. Create and Implement an Education and Outreach Plan in Support of Interoperable Communications	- Develop and implement a Statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners - Provide outreach to all stakeholders regarding NECP requirements and timelines - Provide outreach to all stakeholders regarding interoperable communications channels - Provide outreach to all stakeholders regarding FCC narrowbanding requirements and timelines	- Provide outreach to all stakeholders regarding ~~interoperable communications channels~~ **public safety broadband**

Participants agreed that keeping the SCIP at a higher level is beneficial to the overall State strategy, particularly while broadband requirements are developing, and discussed the importance of maintaining existing infrastructure over developing new systems. The group also echoed the importance of further defining how a system of systems would work in Arizona.

UPDATE ON OEC ACTIVITIES AND SERVICE OFFERINGS

Mr. Ken Bradley and Mr. Tom Lawless delivered an update on OEC activities. OEC was established in 2007 to serve as the central coordination point between Federal, State, local, tribal and territorial emergency communications stakeholders and government officials to address challenges and develop solutions to improve operability, interoperability and continuity of communications. Mr. Bradley showed the Interoperability Continuum, which demonstrates the complexity of achieving interoperability and the importance of governance, SOPs, technology (both voice and data), training and exercises, and usage. The Continuum served as a framework for the SCIPs and the NECP. OEC continues to use the Continuum to measure capabilities and

---

[9] *COMT: Communications Unit Technician*

explain the ongoing challenges of emergency communications. Additional information on the Interoperability Continuum is available on the SAFECOM website: http://www.safecomprogram.gov/oecguidancedocuments/continuum/Default.aspx.

NATIONAL EMERGENCY COMMUNICATIONS PLAN (NECP)

The NECP is a national plan, developed in partnership with public safety stakeholders; it sets milestones and objectives, and contains three performance-based goals. Released in 2008, it is the first national strategic plan for emergency communications that establishes a vision for all levels of government. NECP Goal 1 focused on Urban Areas Security Initiative (UASI) regions, and Goal 2 focused on counties and county-equivalents. OEC is in the early stages of developing an updated NECP. Consistent with the methodology OEC used to develop the first NECP, OEC will engage stakeholders later this year to provide input into the new plan. The updated NECP will incorporate the deployment of the NPSBN while also providing a strategy for continued improvement of LMR communications. Since the updated plan will be in place before the Goal 3 2013 deadline, OEC has decided it would be more appropriate to implement Goal 3 as a part of the updated NECP. Depending on stakeholder input and the final language of the updated NECP, it could mean a new timetable and even different requirements/language than how Goal 3 is currently defined in relation to catastrophic emergency communications. The new Goal 3 will need to take into consideration a lot of things that have transpired since the NECP was released in 2008 – including broadband, results of Goal 2, and lessons learned/best practices gleaned from real world disasters in recent years, notably the floods, hurricane, earthquake, and tornadoes of the past year. Additional information on the NECP is available on the SAFECOM website: http://www.safecomprogram.gov/natlemergencycommplan/Default.aspx.

FEDERAL GRANTS

Mr. Bradley provided an update on Federal grants. The SAFECOM Grant guidance is intended for State, local, and Tribal grantees to use when planning and applying for Federal communications grants. It addresses emergency communications priorities, an overview of the current grants environment, and an appendix of additional resources. The guidance also includes the following emergency communications priorities:

- Leadership and governance
- Statewide planning for emergency communications
- Emergency communications training and exercises
- Other integral emergency communications activities
- Standards-based equipment
- Investment and migration planning for next generation technologies.

Mr. Bradley shared that OEC has also been coordinating grant guidance at the Federal level. More than 40 Federal grant programs now have recommendations to ensure consistency in requirements. This is especially important as public safety begins using Federal grants for wireless broadband. In Fiscal Year (FY) 2012, grantees may see further reduction and streamlining of grants, increased reporting and accountability requirements, and a new Federal initiative affecting preparedness grants – Presidential Policy Directive 8 (PPD-8). The PPD-8 focuses on building three key concepts: An "All-of-Nation" and "Whole of Community" approach to security and resilience, integrating efforts across Federal, State, local, Tribal, and territorial governments; key capabilities required to confront any challenge; and a consistent

assessment system methodology, focused on outcomes used to measure and track progress to achieve our National Preparedness Goal. Additional information on PPD-8 is available on the Department of Homeland Security (DHS) website: http://www.dhs.gov/xabout/laws/gc_1215444247124.shtm. OEC has released the SAFECOM Guidance to ensure grantees can use the FY 2012 SAFECOM Guidance to plan their investments. The document can be found on the SAFECOM website: http://www.safecomprogram.gov/library/lists/library/DispForm.aspx?ID=334.

REGIONAL COORDINATION PROGRAM

Mr. Lawless reviewed the Regional Coordination Program, which was set up to support the efforts of Federal, State, local, and Tribal stakeholders to build and improve emergency communications capabilities across the Nation. OEC Regional Coordinators provide information on OEC programs and activities to Federal, State, local, and Tribal agencies and they provide OEC input on emergency communications activities. As the Region IX Regional Coordinator, Mr. Lawless works with the Regional Coordinators from the other Regions to ensure information and best practices from across the Nation are shared. Mr. Lawless encouraged participants to contact him with additional questions or information about connecting to colleagues across Region IX.

OEC TECHNICAL ASSISTANCE

The OEC Technical Assistance (TA) program works with stakeholders' onsite and focuses on addressing the various technical needs of State and local entities. Since its inception, OEC has assisted with more than 700 TA engagements throughout the 56 States and territories. Mr. Lawless provided an overview of the program. Additional information on TA is available on the SAFECOM website: http://www.safecomprogram.gov/library/lists/library/DispForm.aspx?ID=328.
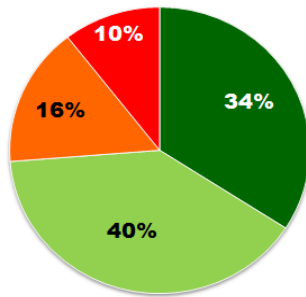
NARROWBANDING

Mr. Bradley reviewed Arizona' narrowbanding status based on public safety licensing data from the Federal Communications Commission (FCC), which is updated weekly on http://www.publicsafetytools.info/narrowband/national_tracking.php. 21 percent of transmitters in the State have been licensed to operate narrowband (12.5 kHz), 60 percent are licensed to operate both narrowband and 25 kHz, and 31 percent are licensed to operate in wideband 25 kHz only. Mr. Bradley reminded participants of the January 1, 2013, deadline, and asked participants to encourage others to update their licenses. Participants communicated that many of the licenses are due to expire and they do not intend to renew them.
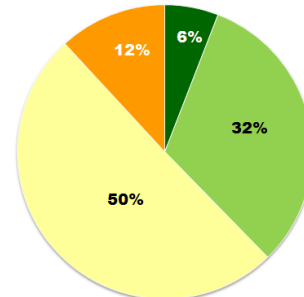
NECP GOAL 2 RESULTS

Mr. Bradley provided a national and Arizona-specific NECP Goal 2 Results update. OEC has Goal 2 data from approximately 75 percent of the Nation's counties, and is currently in the process of analyzing the data. A preliminary analytical finding is that States with high scores on Communications Unit Leader (COML) and SOPs also tend to have high performance scores. Overall, Goal 2 scores indicate that significant progress has occurred across the Nation since the 2006 National Interoperability Baseline Survey was conducted. Below is a summary of the Goal 2 preliminary findings, broken out by performance data and capabilities data.

National Performance	National Capabilities

The data showed all of Arizona's counties completed the survey, and Arizona is generally on track with the nation.

STRATEGIC PLANNING MODULE

INTRODUCTION & SCIP STRENGTHS

Mr. Wiggins referred back to the objectives for the day, and reviewed the module activities. He explained the SCIP, SCIP Implementation Report, and strategic planning definitions to ensure all participants began with the same foundational information. He then asked participants to review Arizona's SCIP vision and mission, shown below. A vision identifies the desired future environment of communications and interoperability within the State, and the mission describes the purpose, the primary stakeholders serviced, and states the value-add.

> *Vision*
> *Arizona is pursuing a vision for statewide interoperability that will enable public safety and service agencies/organizations to have access to quality interoperable communication systems, to be adequately trained, and to utilize such systems effectively in multi-disciplinary, multi-jurisdictional incident response.*
>
> *Mission*
> *The mission for Arizona's SCIP is to advance public safety communications interoperability statewide. Elements and strategies presented in Arizona's SCIP support this ongoing mission.*

PART 1: PRIORITIZED SCIP OBJECTIVES

Mr. Wiggins summarized Initiatives 2 and 6, which were identified by AZ PSIC as high priority. The group was asked to review the action plans and provide comment.

SCIP Initiative 2: Develop Regional Communications Governance Structures

Mr. Wiggins summarized the PSIC office and regional partners would support localities within the State as they form regionalized governance structures designed to improve coordination, collaboration, and resource-sharing efforts related to communications interoperability. Participants discussed the challenges of establishing regions in Arizona, and potential opportunities. They emphasized the importance of partnerships forming organically. Homeland Security regions are used for funding, but the jurisdictions within the region are not always natural partners. The group determined a few best practices for regional governance bodies, including:

- Include decision makers
- Establish a subcommittee of "boots on the ground" stakeholders to advise the governance body
- Define what the group wants to accomplish
- Meet regularly to provide the forum to address issues

Participants recommended identifying stakeholders, and work with them to outline a strategy, a five-year plan, and to begin compiling resources. The group discussed local jurisdictions' limited funding to invest in planning, thus many smaller counties have little interest in regional governance.

SCIP Initiative 6: Implement, Enhance and Promote Functional Regional Systems

Mr. Wiggins presented Initiative 6 for the group's review. The current initiative description states:

Arizona has identified the linking of regional systems with one another and with state systems as the primary mechanism to facilitate interoperability statewide. This initiative is designed to support the development of those component systems and related connections.

The group expressed that the scope should be better defined, noting that each system will not be able to completely link to all other systems as a primary mechanism for interoperability. The group concurred to change "primary mechanism" to "means." Participants noted much of the language had been carried over from the Concept of Operations developed in 2006, though the overall objectives of Initiative 6 were acceptable.

PART 2: IDENTIFY GAPS AND NEXT STEPS

Ms. Ugarte revisited Initiative #2 related to developing regional governance to identify next steps for the group to accomplish in the coming year. She presented SMART methodology (Specific, Measurable, Action-Oriented, Realistic, and Time-bound) as a means to evaluate action plans. Participants stated they had used similar criteria, where A stood for Attainable and R for Reach-out.

Ms. Ugarte reviewed concepts and lessons learned in developing Regional Interoperable Committees (RICs). She explained OEC had found that developing and sustaining regional committees is crucial to the Statewide effort to provide operational perspective. The group can assist in developing appropriate SOPs, training opportunities, and TICPs in a locally-driven method. Ms. Ugarte stressed the importance of formalizing RICs with robust membership, standing committees, initiative-specific working groups, and a charter to ensure the group's sustainability.

The group discussed possible next steps to meet the initiatives validated during the day's activities. Participants identified NECP Goal 2 outreach and TICP development to engage local stakeholders to champion regional governance development. The group also noted the loss of AZ PSIC's outreach staff limits their ability to travel. It was suggested to first contact the local emergency managers because they can identify the appropriate people to begin the development of a regional governance body. The PSIC office committed to contacting key stakeholders in the regions to present the Goal 2 data and to discuss developing regional governance.

NEXT STEPS AND WRAP-UP

As the Workshop came to a close, Ms. Ugarte summarized the day's activities and revisited the Workshop objectives. She thanked participants for their hard work, and explained the facilitation team will complete a Workshop summary of the day's activities and outcomes. Mr. Turner thanked participants for their involvement, and adjourned the Workshop.

APPENDIX A – ACRONYMS

AIRS	Arizona Interagency Radio System
CASM	Communications Asset Survey and Mapping
COML	Communications Unit Leader
COMT	Communications Technician
DHS	Department of Homeland Security
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FirstNet	First Responder Network Authority
FY	Fiscal Year
LMR	Land Mobile Radio
NECP	National Emergency Communications Plan
NPSBN	Nationwide Public Safety Broadband Network
NTIA	National Telecommunications and Information Administration
OEC	Office of Emergency Communications
PPD-8	Presidential Policy Directive 8
PSIC	Public Safety Interoperable Communications Office
PSP	Policies, Standards, Procedures
RC	Regional Coordinator
RIC	Regional Interoperability Committee
RFP	Request For Proposal
SCIP	Statewide Communication Interoperability Plan
SOP	Standard Operating Procedure
STR	Strategic Technology Reserve
SWIC	Statewide Interoperability Coordinator
TA	Technical Assistance
TICP	Tactical Interoperable Communications Plan
UASI	Urban Areas Security Initiative

APPENDIX B – WORKSHOP MATERIALS

Title	Description	Document
SCIP Strategic Planning - Arizona	SCIP Implementation Workshop Presentation	Final_AZ SCIP Workshop_20120522
AZ SCIP Review	2012 SCIP Revision and Update	2012_SCIP_Revision _Presentation_05222
Introduction to the NPSBN and State Update	Review of Arizona's Interoperability Activities and the NPSBN	Public_Safety_Broad band_Network_Updat
Incorporating the NPSBN into the SCIP	Review of Arizona's SCIP and Proposed Edits	Incorporating the NPSBN into the Arizor
Initiative 2	Action Plan	Initiative 2.pdf
Initiative 6	Action Plan	Initiative 6.pdf

<div align="center">
**ARIZONA
STATEWIDE COMMUNICATION INTEROPERABILITY PLAN (SCIP)
IMPLEMENTATION WORKSHOP
TUESDAY, MAY 22, 2012
CARNEGIE CENTER (MAIN FLOOR) 1101 W. WASHINGTON ST.
PHOENIX, AZ 85007**
</div>

WORKSHOP AGENDA

9:00 am – 9:20 am **Welcome and Introductions**
- Lisa Meyerson, Arizona Statewide Interoperability Coordinator (SWIC)
- Ken Bradley, Office of Emergency Communications (OEC)
- Scott Wiggins, OEC Support, Facilitator

9:20 am – 9:30 am **Workshops Logistics**
- Scott Wiggins, OEC Support, Facilitator

9:30 am – 9:45 am **Arizona Update and SCIP Review**
- Justin Turner, Deputy SWIC

9:45 am – 10:15 am **Introduction to the National Public Safety Broadband Network (NPSBN)**
- Michael Britt, PSIC Project Manager

10:15 – 10:30 *Break*

10:30 – 11:30 **Incorporating the NPSBN into Arizona's SCIP**
- Justin Turner, Deputy SWIC
- Scott Wiggins, OEC Support, Facilitator

11:30 am – 12:00 pm **Update on OEC Activities and Service Offerings**
- Ken Bradley, OEC
- Tom Lawless, OEC Regional Coordinator (RC)

12:00 pm – 12:15 pm **National Emergency Communications Plan (NECP) Goal 2 Results**
- Ken Bradley, OEC
- Tom Lawless, OEC RC

12:15 pm – 1:15 pm *Lunch Break*

1:15 pm – 2:30 pm **Strategic Planning Part 1 – Discuss SCIP Strengths and Prioritize SCIP Objectives**
Initiative 2: Develop Regional Communications Governance Structures
Initiative 6: Implement, Enhance and Promote Functional Regional Systems
- Scott Wiggins, OEC Support, Facilitator

2:30 pm – 2:45 pm *Break*

2:45 pm – 3:45 pm **Strategic Planning Part 2 – Identify Gaps and Next Steps**
- Nicole Ugarte, OEC Support, Co-Facilitator

3:45 pm – 4:00 pm **Wrap up**
- Nicole Ugarte, OEC Support, Co-Facilitator

APPENDIX C – WORKSHOP PARTICIPANTS

Name (First, Last)	Organization (please spell acronyms)	Email	Phone
Michael Britt	PSIC Office		
Dave Collett	City of Peoria		
Jesse Cooper	Phoenix Police Department		
Jason Hatchett	Guardian Medical Transport		
Richard Langevin	MCDEM		
Suesan Nordman	PSIC Office		
Cesar Ruiz	Department of Agriculture		
Dale Sahw	TRWC		
Nick Spino	Creative Communications		
Eric Thomas	ADOA-ASET		
Randy Thompson	City of Mesa		
Justin Turner	PSIC Office		
Mark Venuti	Guardian Medical Transport		
Judy Vignjevic	ADOA-ASET		
Tom Lawless	Department of Homeland Security Office of Emergency Communications		
Kenneth Bradley	Department of Homeland Security Office of Emergency Communications		
Scott Wiggins	Department of Homeland Security Office of Emergency Communications Support		
Nicole Ugarte	Department of Homeland Security Office of Emergency Communications Support		